2016 - 2020
FIVE YEAR FINANCIAL PLAN
INFORMATION PACKAGE

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Downtown Farmers' Market

MOUNTAINS OF OPPORTUNITY
CRANBROOK

City of Cranbrook
Five Year Financial Plan Highlights
2016 - 2020

Community Planning Goals Guide City's Financial Process

Cranbrook is a diverse community that enjoys a high standard of municipal programs and services aimed at maintaining and improving quality of life for all residents.

Goals such as affordability, a strengthened economy, improved infrastructure, utility and environmental services, support of recreation, culture and the arts, as well as social responsibility help guide the City of Cranbrook in overseeing an annual $70 million budget.

Within Council's policy directions and key objectives, the budget process is guided by the Finance and Computer Services Department (Finance) and spans seven departments. Each department is responsible for overseeing a multitude of programs that keep City operations running smoothly. All of these public services, from road improvements to public transit and maintaining parks and green spaces, have costs associated with them.

Investment in the local economy and improving civic pride have been seen through improvements of the downtown, improvements at the Airport, arena upgrades, upgrades to roads, water distribution systems, and sanitary sewer collection systems, expansion of the trail network and community parks improvements.

The City focuses on keeping property taxes affordable while maintaining or improving levels of service. This fine balance has been achieved through efficiencies within City operations such as greater utilization of in-house services, utilizing municipal reserves, increasing user fees and the pursuit of senior level government grants.

The City continues to invest in technology that improves the efficiency of its operations and its ability to serve the public.

Significant work has been done in the area of asset management. The City's ability to make sound infrastructure replacement decisions based on a current database of information has resulted in financially responsible infrastructure choices.

Once the Senior Management team completes their review following the policy direction and priorities of Council, the Budget is presented to Council and the public in a series of open budget meetings plus a special Budget meeting to consider public concerns. Council debates the issues presented and directs Administration on final Budget decisions. The Financial Plan is approved by bylaw prior to setting the tax rates in May.

The City administers five funds: the General Fund, Water Fund, Sewer Fund, Solid Waste Fund and Airport Fund. In broad terms, the General Fund represents the cost of providing all the municipal services other than utilities and airport. Costs that are in excess of user fees, and other non-tax revenue, are funded by property taxes. The *Community Charter* requires that all revenue sources be identified and the revenue must cover all anticipated expenditures. The *Community Charter* does not allow the City to budget for a deficit.

City Programs

To serve the citizens of Cranbrook, the City operations are divided into programs. These programs represent everything the City does as part of its annual operations. These include police and fire protection, road maintenance, parks and recreation programs, development services, and provision of the water, solid waste management and sewer utilities, as well as administrative services that support City Council and the other operating programs such as human resources, payroll, accounting, and information technology.

Corporate Management

Within the corporate management structure, each program is assigned to a department. Each department has a Director who oversees the operations of the programs within his/her authority. There are seven departments, each of which reports to the Chief Administrative Officer. They are:

- Corporate Services
- Finance and Computer Services
- Public Works
- Leisure Services
- Engineering & Development Services
- Fire & Emergency Services
- Airport

The City contracts police services through the RCMP.

Functional

A function is a broad group of like services.

- Solid Waste Management
- Policing
- Fire Protection
- Infrastructure Maintenance
- Public Transit
- Parks, Recreation and Culture
- Environmental Protection
- Development & Planning
- Legislative and Enforcement
- Corporate Administration
- Water Utility
- Sewer Utility
- Airport
- Cemetery Operations
- Debt Servicing
- Capital Expenditures

Financial Plan Process and Timing

The 2016 to 2020 Financial Plan process began in the fall of 2015. Guidelines, a timetable and current operating reports were sent to all the Directors. A capital plan and financial plan for each Department or function was prepared by the Directors. The CAO and senior finance staff met with City Council in October to identify Council's priorities for the coming years.

Special Council Meetings were held during December, January, and February, and the public was welcomed to attend. During these meetings Council reviewed the budget information and directed staff to make adjustments to the Financial Plan to line up with Council's objectives and priorities.

In April, Council adopted the 2016 to 2020 Five Year Financial Plan Bylaw, and in May they will consider the Cranbrook Tax Rates Bylaw at an open Council meeting.

Budget

Budget planning starts with an assumption that services will remain at the same levels as in the previous year. Then Finance begins costing for inflationary changes or contractual obligations within each department. Directors meet with their managers and review year-to-date actual costs against budgets and see if there are any overruns, areas that need more resources to maintain service levels or items that can be cut or reduced while still maintaining service levels.

The operating budget is prepared on an incremental basis. This means it focuses on changes from the previous year's operations. These changes might include new or expanded programs at Council's discretion, non-controllable cost increases, salary and employment benefit increases related to Collective Agreements and the removal or addition of one-time or recurring revenues and expenditures from the preceding year.

Property Taxes

Service Levels

The majority of the City's revenue is obtained through property taxes. When preparing the Budget, staff first determines the amount of revenue required to provide all the desired municipal services to our residents. Staff then determines the amount of revenue (other than property taxes) the City can expect to receive through fees and charges, federal and provincial government grants, etc. The difference between the budgeted expenditures and the other revenue represents the amount of property tax revenue the City must collect to provide the services to the levels prescribed by Council. To adjust the amount of property taxes required, the City must adjust the service levels provided. The challenge is to determine the appropriate service level weighed against the cost of providing that service. When the cost of providing a service increases (e.g. through inflation, changes in statutory requirements or product cost increases), the City must either raise more revenue to provide the same level of service or reduce the level of service provided.

The Tax Rate

The City determines the "tax rate" (a charge per $1,000 of assessed property value) by dividing the sum of all the assessed property values in the City by the amount of property tax revenue that must be collected. The "tax rate" is simply a means of determining how much each individual property owner must pay to receive the package of services provided by the City. The rationale for this approach is that owners of larger properties pay more than owners of smaller properties, or that individuals owning larger homes, in general, have an ability to pay more than those in lesser valued properties. Consequently, we must calculate the tax rate each year based on the revenue the City must collect and the assessed values of all the properties in the City at that time. If the amount of property taxes required by the City increases and assessed values don't change, or they drop, the tax rate will go up. If assessed values to up, property tax rates may stay the same or increase marginally. The increase to the tax rate would depend on how much assessed values went up relative to how much more the City needed to collect in taxation revenue.

Taxation Levels

The 2016 to 2020 Financial Plan includes budgeted property tax revenues for general municipal purposes as follows:

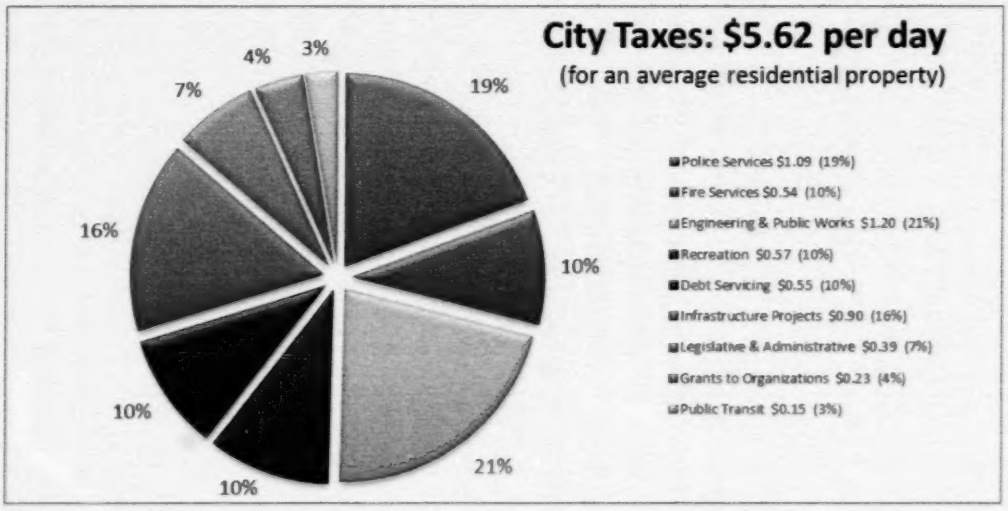
Year	Taxation Revenue (Levy)
2016	$ 24,472,398
2017	25,717,467
2018	27,106,718
2019	28,484,988
2020	29,273,148

The proposed increase to the property tax levy, after non-market change (new construction) of $100,000 is 1.26% in 2016 and 3.68% in 2017. A 1% change in the 2016 levy amounts to approximately $238,000. The dedicated Road Improvement Tax that was introduced in 2010 will continue through all five years of the plan, meaning that an additional 1% property tax will be assessed and set aside for road work only. Thus, the projected general property tax increase for 2016 is 2.26% (4.68% in 2017). It is estimated that the 1% Road Improvement Tax will fund just under $10 million of the $32.7 million in capital road projects planned for 2016 through 2020.

Increase in General Municipal Property Taxes

The average general municipal property tax increase (excluding school and other non-city taxes) for taxpayers is projected to be 1.26% or about $9.39 per $100,000 of assessed value for residential properties, unless City Council chooses to change the distribution of property taxes. The 1% dedicated Road Improvement Tax equates to about $7.45 per $100,000 of assessed value for residential property in 2016. The combined 2016 general municipal property tax increase is 2.26% or $16.84 per $100,000 of assessed value.

The average assessed value for a residential property in Cranbrook is $269,000 ($253,000 in 2015). The projected municipal taxes for an average home will be about $2,050, or $5.62 per day for all municipal services, before the Provincial Home Owner Grant.



Eligible residential property owners can apply for an annual home owner grant which is deducted from their total tax bill. The grant amounts are $770 – basic, and $1,045 – senior/disability.

Distribution of Property Taxes

As per Section 165(3.1) of the *Community Charter*, the distribution of general municipal property taxes among the classes is estimated to be:

Class		2016
01	Residential	1.00
02	Utilities	6.62
05	Light Industry	2.69
06	Business and other	2.65
08	Rec/Non Profit	2.42
09	Farm	2.81

The above estimation is based on the 2015 distribution. On an annual basis, after the current year's budget has been finalized, City Council reviews the distribution of property taxes among property classes.

Utility and Parcel Tax Rates

The monthly utility fees for water, sewer, and solid waste (which were $59.50 per month in 2015) are projected to be:

Year	Monthly Rate	Revenue
2016	$ 59.50	$ 7,208,755
2017	59.50	7,230,381
2018	59.50	7,252,072
2019	60.50	7,393,295
2020	60.50	7,415,475

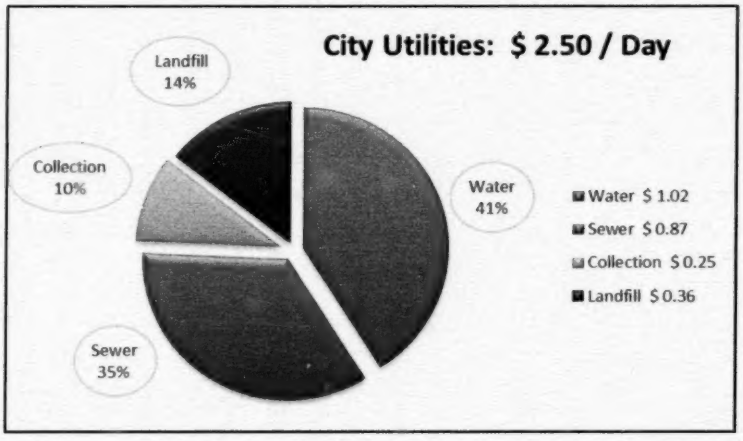
The annual parcel tax charge (which was $13 in 2015) is projected to be:

Year	Rate per Taxable Meter Frontage	Revenue	Annual charge to average home (based on 15.25 m. lot)
2016	$ 13.00	$ 2,287,463	$ 198
2017	13.50	2,379,104	206
2018	15.50	2,736,371	237
2019	15.50	2,741,844	237
2020	15.50	2,747,327	237

Estimated growth rates of 0.20%-0.30% have been factored into the above revenue for the years 2016 to 2020.

For an average home in Cranbrook, the projected 2016 utility and parcel tax fee will be about $912 (or $2.50 per day).

A 5% discount off the total annual utility bill will be provided to those property owners who pay in full before the end of February each year.



Capital Projects

The amounts designated for municipal capital expenditures over the next five years are:

2016 -	$ 15,113,042
2017 -	19,235,512
2018 -	17,814,073
2019 -	9,929,640
2020 -	41,454,990

Capital purchases for all years have been summarized on the attached schedules.

Road Program

The 2016 budget includes $4,072,175 for the capital roads program and road recap program. 2017 through 2020 will see another $28,666,102 in capital roads projects (pending approval to borrow in 2017).

The funding breakdown for the 2016 capital roads program is:

Taxation and Utility Fees	$2,000,000
Municipal Infrastructure Reserve	350,000
GST Infrastructure Reserve	250,000
1% Roads Improvement Tax	1,472,175

Details of the 2016 preliminary road improvement program, pending firm construction pricing and other considerations, will be published at a later date.

Western Financial Place

The City took over operation of the recreation complex in March, 2007. In 2012, the building was renamed Western Financial Place, after a naming rights agreement was reached with Western Financial Group. Projected revenues in 2016 from WFP, including pool operations, are $884,000. Operating expenses are estimated to be $3,042,790 before debt payments of $1,619,441. In 2015, funds from the Naming Rights Reserve were used to replace the arena ice floor covering and purchase a new sound system. 2016 reserve funds will be used to install sound baffling.

During the 2015 budget process, Council resolved to eliminate the resident/non-resident (commonly known as the "two-tier") rate structure of Leisure Services' fees and charges. Leisure Services Fees and Charges Bylaw 3817, 2015 reflects this fee elimination.

Regional Landfill

The annual payment to the RDEK is expected to be $1,650,000 in the years 2016 through 2020 for the regional landfill fee.

Financial Support

The City provides funding to non-profit organizations and agencies that provide services to the community including the Cranbrook Public Library, Key City Theatre, Chamber of Commerce, Cranbrook History Centre, and Cranbrook Curling Club. In 2016, the funding is budgeted to be $1,008,942.

In addition, City Council has approved permissive tax exemptions to not-for-profit organizations in 2016 in the estimated amount of $219,547.

Listings of the 2016 grants in aid and property tax exemptions are attached.

Public Transit

In partnership with BC Transit, the City continues to provide public transit and para-transit to the residents of Cranbrook. The cost of this service is shared with BC Transit. The City's share for 2016 is budgeted at $670,500 net of revenue.

RCMP

The City has a contract with the RCMP to provide police services for the City. The 2016 contract for 26 Officers is budgeted at $4,157,544 ($3,995,660 in 2015). Over $435,000 has been budgeted in 2016 for necessary building and security upgrades at the detachment.

Reserve Fund Activity

Each year the City sets aside money in reserve funds to help pay for large capital projects in upcoming years. Budgeted deposits to reserve funds in 2016 amount to $3,713,239. Some of the larger deposits include:

$ 900,000	Recapitalization reserve for municipal capital assets
867,465	Federal gas tax transfer to fund eligible projects
643,083	Airport Improvement Fee
200,000	Solid Waste recapitalization
190,000	GST rebate for residential area roads infrastructure
150,000	Moir Park Development
100,000	Water fund recapitalization
100,000	Sewer fund recapitalization
99,744	Library building reserve
60,000	Carbon Offset Reserve to support carbon emissions reduction

Each year reserve funds help pay for projects like capital road work, storm sewer rehabilitation, park refurbishments, and equipment replacement. Transfers from reserves of $3,308,524 are being budgeted in 2016 for various projects including:

$ 855,000	Public Works equipment replacement
600,000	Capital Roads Program
512,745	Western Financial Place improvement projects
299,930	Airport Expansion debt servicing
250,000	Drainage Repairs
100,000	Sidewalk Program
93,500	Fire Fighting Equipment

Borrowing

Over the five-year period 2016 to 2020, the City plans to borrow approximately $31,626,776 for various capital projects as follows:

Capital Project	Year	Amount *	Term	Annual Payment
Water tanker truck (Fire)	2016	400,000	5 years	84,715
MCC Replacement - Irrigation Pump Station	2016	700,000	20 years	45,753
RCMP Building - Cell blocks	2016	239,809	10 years	27,636
Garbage Truck - Mechanized Pickup Truck (Incl. Bins)	2017	992,000	5 years	218,240
Capital Road Program (incl. underlying water and sewer infrastructure)	2017	10,000,000	20 years	664,070
Fire Engine	2017	670,000	5 years	146,953
Curling Arena Chiller & Condenser	2017	240,000	10 years	27,658
Transfer Pipeline - Phase II	2018	1,750,000	30 years	86,400
Fire Ladder Truck	2019	1,400,000	15 years	114,555
WFP Main Complex Upgrades	2019	1,136,000	25 years	63,246
Bush Truck - Fire Services	2020	214,000	5 years	44,180
Moir Park Ball Diamonds - Bleachers and Lighting	2020	385,000	20 years	25,164
WFP Main Complex - Roof	2020	2,500,000	20 years	163,402
Twinning Supply from Phillips Reservoir	2020	2,000,000	20 years	130,722
Gold Creek Reservoir Diversion	2020	2,333,300	20 years	152,500
Water Treatment Plant	2020	6,666,667	20 years	435,740
	Total	31,626,776		

*MFA Fees of 1.6% will be applied to each debt issue.

Salaries and Wages

A Collective Agreement with CUPE 2090 is currently in effect for the period of March 1, 2012 to February 28, 2017. This Collective Agreement provides negotiated increases to the CUPE wage scales on March 1st of each year; 2.0% in each of 2012, 2013 and 2014, 2.2% in 2015 and 2.3% in 2016. An equivalent increase to the CUPE negotiated increases will also be applied to the Exempt salary structure.

The City's Collective Agreement with Cranbrook Fire Fighters Local 1253 expired on December 31, 2014 and negotiations for a new collective agreement are proceeding and progress has been made. The previous collective agreement continues to apply while a new collective agreement is negotiated.

Amortization of Capital Assets

Effective 2009, the Public Sector accounting rules required the City to begin amortizing (depreciating) its tangible assets over their useful life. Amortization for 2016 has been estimated at about $7,000,000 and has been included in the Financial Plan.

C. Osborne, CPA, CGA
Director, Finance and Computer Services

Capital Projects 2016 to 2020

Project	2016	2017	2018	2019	2020
General Fund:					
Corporate & Financial Services:					
City Hall Building	192,107		180,000		
Library Building			100,000		
Mobile Equipment			20,000		
Technology	122,872	26,500	27,000	15,000	128,000
Protective Services:					
RCMP:					
Building	368,750				
Fire:					
Hall #2			20,000		
Mobile Equipment	393,332	670,000	45,000	1,445,000	214,000
Technology	15,000				
Other Equipment	173,500	110,000	20,000	10,000	
Engineering:					
Roads Program	2,697,341	7,826,899	3,084,073	3,355,140	3,639,990
Storm Sewers	550,822	350,000	350,000	350,000	350,000
Technology	44,065	25,000	25,000	25,000	25,000
Local Drainage	250,000	250,000	250,000	200,000	150,000
Other	30,000	51,000	30,000	30,000	30,000
Public Works:					
Buildings		50,000	280,000	360,000	164,000
Sidewalks	100,000	100,000	300,000	100,000	100,000
Mobile Equipment	530,000	560,000	195,000	195,000	889,000
Other Equipment	45,000	40,000	115,000	122,000	96,000
Street/Traffic Lights	124,069	25,000	25,000	27,500	28,000
Parks	389,625	130,000	60,000	60,000	232,000
Cemeteries	50,000		50,000		50,000
Other	87,693	10,000	10,000		
Recreation/Culture:					
Parks	3,016,934	90,000	150,000		385,000
Western Financial Place	620,172	190,000	170,000	1,650,000	3,320,000
Curling Rink		300,000		80,000	
Memorial/Kinsmen	50,000	215,000		150,000	
Trail Network	115,885	40,000	40,000	50,000	50,000
Technology		67,000			
Other Equipment	34,000	76,500	81,000	20,000	30,000
Total General Fund:	10,001,167	11,202,899	5,627,073	8,244,640	9,880,990

Capital Projects 2016 to 2020

Project	2016	2017	2018	2019	2020
Water Fund:					
Buildings	209,880				
Roads Program	796,117	2,980,000	580,000	580,000	580,000
Mobile Equipment	240,000	75,000	150,000	100,000	44,000
Other Equipment	35,495	30,000	37,000	70,000	30,000
Reservoir	40,000				9,000,000
Water Treatment Plant					20,000,000
Other		100,000			
Total Water Fund:	1,321,492	3,185,000	767,000	750,000	29,654,000
Sewer Fund:					
Buildings	22,845	52,500			
Roads Program	1,270,078	2,960,000	560,000	560,000	560,000
Mobile Equipment	285,000	75,000	150,000	100,000	
Other Equipment	10,101			100,000	
Transfer Pipeline			6,000,000		
Spray Irrigation Site	691,236	60,000	4,000,000	115,000	
Other		100,000			
Total Sewer Fund:	2,279,260	3,247,500	10,710,000	875,000	560,000
Solid Waste Fund:					
Garbage Truck	-	992,000	280,000	-	-
Airport Fund:					
Airport Buildings	200,000				
Mobile Equipment	45,000	25,000		60,000	750,000
Technology	23,000				
Other Equipment	40,000		30,000		
Runway	1,203,123	503,113	400,000		165,000
Apron		80,000			
Parking Lot					445,000
Total Airport Fund:	1,511,123	608,113	430,000	60,000	1,360,000
Total Capital Projects	**15,113,042**	**19,235,512**	**17,814,073**	**9,929,640**	**41,454,990**

Special Projects 2016 - 2020

Project		2016	2017	2018	2019	2020
General Fund:						
Asia Pacific Twinning (EDO)	**	26,161				
Wildlife Education / Urban Deer Population Control ($8,638 C/F)	**	28,638	25,000	25,000	28,000	28,000
Deer Translocation	**	10,000				
Policy Review Public Works & Leisure Services	**	5,311				
Customer Service Training		50,000				
Old Brick Building Refurbishment	**	18,867				
Library Building - Study		8,000				
IT Assessment		50,000				
RCMP Building Assessment		15,000				
Fuel Tracking Software	**	2,880				
Fleet GPS ($5,000 C/F)	**	10,000	5,000	20,000		
City Hall - Design Heating/Venting ($15,000 C/F)	**	30,000				
Rotary Park Washroom Design	**	3,710				
Asbestos Inventory - City Buildings		50,000				
Asset Management Plan ($49,183 C/F)	**	59,183	10,000	10,000	10,000	10,000
Municipal Master Plan	**	11,666				
Storm Drainage Master Plan	**	41,215			50,000	
Master Development Plan - Moir Gravel Pit Reclamation	**	5,000				
DCC Bylaw Update	**	10,368				
Trees for Tomorrow	**	5,877				
Curling Event Sponsorship		30,000				
Roof Condition Assessment - WFP		35,000				
Crush Waste Concrete Stockpiles				200,000		
55+ BC Games (Cranbrook & Kimberley)				200,000		
Traffic Master Plan					50,000	
Review of OCP					100,000	
Moir Park - Design for Tender - Campground					50,000	
Water Fund:						
Water Conservation Program		22,500	22,500	22,500	22,500	22,500
Hydrant Program	**	100,000				
Pathogen Monitoring at Phillips Reservior ($76,727 C/F)	**	136,727				
Watershed Creek Flow Monitoring	**	123,733				
Deep Well Rehabilitation	**	52,589				
Asset Management Plan ($49,217 C/F)	**	59,217	10,000	10,000	10,000	10,000
Water Master Plan	**	19,961			50,000	
Municipal Master Plan	**	11,667				
Micro-generation Pre-design Study	**	10,000				
Micro-generation Station Design	**	10,000				
Water Quality Base-Line Analysis		97,000				
Water Treatment Study				50,000		
Sewer Fund:						
Asset Management Plan ($49,217 C/F)	**	59,217	10,000	10,000	10,000	10,000
Sanitary Sewer Master Plan	**	8,146			50,000	
Municipal Master Plan	**	11,667				
Energy Study - SIS		20,000				

** 2015 projects carried forward to 2016

2016 GRANTS TO ORGANIZATIONS

Following adoption of the City of Cranbrook Five Year Financial Plan, the following organizations and agencies will be provided a grant by the City of Cranbrook for the year 2016:

Organization		Grant Amount
Army Cadets	$	2,560
BC 55+ Games Society		400
Boys and Girls Club		18,400
Canada Day Committee		4,500
City of Cranbrook Scholarship		3,500
Cranbrook & District Arts Council		19,400
Cranbrook & District Search & Rescue		14,133
Cranbrook Bugle Band		9,300
Cranbrook Community Theatre		5,000
Cranbrook Food Bank Society		495
Cranbrook Kimberley Hospice Society		800
Cranbrook Multicultural Society		2,900
Cranbrook Society for Community Living		1,106
Girl Guides - Mountainview		2,000
Key City Theatre		72,930
Ktunaxa Nation Council (Street Angel)		12,000
RCMP Auxiliary Program		2,400
Sam Steele Society		7,065
Save the Track		5,000
Scouts Canada - 4th Cranbrook		450
Summit Community Services		6,000
Sweetheart Committee		13,000
Symphony of the Kootenays		7,000
Cranbrook Chamber of Commerce		64,800
Cranbrook Archives, Museum & Landmark Foundation		109,620
Cranbrook Public Library Board		584,183
Cranbrook Curling Club		40,000
	$	**1,008,942**

STATEMENT OF 2016 PROPERTY TAX EXEMPTIONS

Following adoption of City of Cranbrook Annual Taxation Exemption Bylaw No. 3837, 2015, the following properties were provided a permissive property tax exemption by City Council for the year 2016, as per section 224(2) of the *Community Charter*.

Roll Number	Address	Property Tax Exemption Recipient	Municipal Property Taxes Exempted
259.000	219 - 15th Avenue South	Fred Scott Rotary Villa	$ 492
283.000	202 - 13th Avenue South	Ktunaxa Nation Council Society	3,257
539.000	201 - 7th Avenue South	Ruthenian Greek Church	544
841.000	821 - 1st Street South	New Apostolic Church Canada	59
889.000	125 - 10th Avenue South (60%)	Summit Community Services Society	5,433
1040.000	38 - 13th Avenue South	Synod of the Diocese of Kootenay	2,434
1102.000	2 - 12th Avenue South	United Church of Canada	994
1118.000	39 - 13th Avenue South	Canadian Mental Health Association	5,815
1121.000	45 - 13th Avenue South	Canadian Mental Health Association	1,256
1197.000	11 - 11th Avenue South	Cranbrook Community Theatre Society	4,130
1259.000	43 - 10th Avenue South	Roman Catholic Bishop of Nelson	739
1309.000	42 - 7th Avenue South	Cranbrook & District Search & Rescue Society	544
1310.000	38 - 7th Avenue South	Cranbrook & District Search & Rescue Society	7,107
1312.050	36 - 7th Avenue South	Cranbrook & District Search & Rescue Society	544
1520.000	16 - 12th Avenue North	Community Connections Society of Southeast BC	10,451
1522.000	20 - 12th Avenue North	Community Connections Society of Southeast BC	6,711
1524.000	22 - 12th Avenue North	Community Connections Society of Southeast BC	1,591
1595.001	20 - 14th Avenue North	Key City Theatre Society	24,360
1822.000	328 - 14th Avenue South	First Baptist Church of Canada	1,914
1972.000	300 - 10th Avenue South	Foursquare Gospel Church of Canada	1,529
2120.000	300 - 6th Avenue South	Seventh-Day Adventist Church (BC Conference)	1,423
2842.000	922 - 11th Avenue South	East Kootenay Lutheran Parish	2,824
2967.000	501 - 11th Avenue South	Pentecostal Assemblies of Canada	1,585
3479.000	1100 - 11th Street South	Summit Community Services Society	2,236
3640.000	1701 - 5th Street South	Catholic Independent Schools of Nelson Diocese	4,673
4525.000	2100 - 3rd Street South	Knox Presbyterian Church	1,691
4558.020	2200 - 3rd Street South	Trustees of Mt Baker Congreg. of Jehovah's Witnesses	1,823
4673.500	19 - 15th Avenue South	Cranbrook Society for Community Living	31,633
4675.000	1500 - 1st Street South (50%)	Cranbrook Society for Community Living	2,186
4748.000	46 - 17th Avenue South	Ktunaxa Nation Council Society	4,502
4800.030	2324 - 2nd Street South	The Dwelling Place Church Ministries	2,961
5829.000	533 Slater Road NW	Governing Council Salvation Army in Canada	1,737
5199.000	1601/1603 - 6th Street North	Rocky Mountain Housing Society	2,745
5961.025	572 Industrial Road B	Cranbrook Food Bank Society	7,454
8809.000	2001 - 21st Avenue North	Trustees of the Cranbrook Fellowship Baptist Church	2,452
8829.010	2304 - 4th Street North	Cranbrook Society for Community Living	2,418
8850.000	Kootenay Street North	Cranbrook Alliance Church	3,288
8852.000	Kootenay Street North	Christian & Missionary Alliance	1,256
9510.000	1200 Kootenay Street North	Christian & Missionary Alliance, Canadian Pacific Div.	7,394
9890.000	2210 - 2nd Street North	Church of Jesus Christ of Latter-Day Saints	2,341
10101.000	1 Van Horne Street North	Cranbrook Archives Museum & Landmark Foundation	2,899
10189.000	629 - 6th Street NW	Cranbrook Christian School Society	2,192
12063.130	Lot 13, Adjacent to Elizabeth Lake	The Land Conservancy of BC	964
13016.001	1100 - 14th Avenue South	Roman Catholic Bishop of Nelson	2,620
18008.000	57 Van Horne Street South	Cranbrook Archives Museum & Landmark Foundation	8,899
18008.015	75 Van Horne Street South	Cranbrook Archives Museum & Landmark Foundation	30,414
18010.000	1 Van Horne Street North	Cranbrook Archives Museum & Landmark Foundation	1,733
18010.500	CP R/W Lease	Cranbrook Archives Museum & Landmark Foundation	1,300
			$ 219,547

THE CORPORATION OF THE

CITY OF CRANBROOK

BYLAW NO. 3849

FIVE YEAR FINANCIAL PLAN (2016 to 2020) BYLAW

The Municipal Council of the Corporation of the City of Cranbrook, in open meeting assembled, enacts as follows:

1. THAT Schedule "A" (Consolidated Financial Plan) attached hereto and forming part of this Bylaw is hereby declared to be the Five Year Financial Plan for the years 2016 to 2020, inclusive.

2. THAT this bylaw may be cited as "Five Year Financial Plan (2016 to 2020) Bylaw No. 3849, 2016."

Read a first time this 21st day of March, 2016.

Read a second time 21st day of March, 2016.

Read a third time 21st day of March, 2016.

Adopted this 11th day of April, 2016.

Lee Pratt
Mayor

Maryse Leroux
Director of Corporate Services

CORPORATION CITY OF CRANBROOK
SCHEDULE " A "
TO ACCOMPANY BYLAW NO. 3849, 2016
CONSOLIDATED FINANCIAL PLAN 2016 TO 2020
UNAUDITED

	2016	2017	2018	2019	2020
REVENUES					
GENERAL MUNICIPAL PROPERTY TAXES	-24,794,053	-26,039,122	-27,428,373	-28,806,643	-29,594,803
PAYMENTS IN LIEU OF TAXES	-308,000	-308,000	-308,000	-308,000	-308,000
PARCEL & LOCAL AREA SERVICE TAXES	-2,333,318	-2,424,960	-2,782,227	-2,787,699	-2,793,183
SALE OF SERVICES & FEES	-4,039,937	-3,714,377	-3,941,584	-3,791,256	-3,820,107
AIRPORT FEES	-2,547,449	-2,600,945	-2,655,562	-2,711,329	-2,768,268
WATER/SEWER/SOLID WASTE FEES	-7,363,830	-7,385,460	-7,407,149	-7,548,372	-7,570,552
RENTALS	-438,283	-378,825	-381,944	-385,140	-388,417
RETURN ON INVESTMENTS	-337,800	-338,800	-338,800	-338,800	-338,800
FINES, PENALTIES & INTEREST	-319,766	-321,396	-323,069	-324,786	-326,548
TRANSFERS FROM OTHER GOV'TS	-5,321,562	-2,032,250	-10,220,871	-1,583,910	-20,187,010
TRANSFERS FROM RESERVES	-3,308,524	-2,842,088	-2,947,509	-2,155,340	-2,542,627
TRANSFERS FROM SURPLUS	-4,332,970	-142,467	-455,000	-60,000	-760,000
NON FUNDED AMORTIZATION	-7,000,000	-7,000,000	-7,000,000	-7,000,000	-7,000,000
	-62,445,493	-55,528,691	-66,190,090	-57,801,274	-78,398,315
BORROWING FOR CAPITAL	-1,324,377	-11,902,000	-1,750,000	-2,536,000	-14,099,000
BORROWING FOR SPECIAL PROJECTS	-	-	-	-	-
COLLECTIONS FOR OTHER GOVERNMENTS	-9,073,376	-9,073,376	-9,073,376	-9,073,376	-9,073,376
	-$72,843,246	**-$76,504,067**	**-$77,013,466**	**-$69,410,650**	**-$101,570,691**

CORPORATION CITY OF CRANBROOK
SCHEDULE " A "
TO ACCOMPANY BYLAW NO. 3849, 2016
CONSOLIDATED FINANCIAL PLAN 2016 TO 2020
UNAUDITED

	2016	2017	2018	2019	2020
EXPENSES					
GENERAL GOVERNMENT SERVICES	6,654,015	6,448,446	6,639,339	6,709,789	6,860,356
PROTECTIVE SERVICES	8,647,196	8,907,278	9,118,160	9,390,475	9,556,040
ENGINEERING SERVICES	1,365,183	1,273,621	1,299,626	1,526,230	1,353,447
PUBLIC WORKS SERVICES	4,381,704	4,331,563	4,671,508	4,646,383	4,664,447
WATER/SEWER/SOLID WASTE	6,762,110	6,128,749	6,329,316	6,482,884	6,489,332
RECREATION & CULTURAL SERVICES	4,115,526	3,953,687	4,453,001	4,220,098	4,297,784
AIRPORT	1,520,670	1,581,550	1,603,314	1,625,986	1,664,590
DEBT PAYMENTS	3,809,251	4,017,887	4,848,329	4,673,463	4,758,523
TRANSFER TO RESERVES	3,713,239	3,799,839	3,484,953	3,646,512	3,758,304
TRANSFER TO SURPLUS	687,934	752,559	678,470	485,814	639,502
CAPITAL EXPENDITURES FROM REVENUE	13,788,665	7,333,512	16,064,073	7,393,640	27,355,990
AMORTIZATION	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000
	62,445,493	55,528,691	66,190,090	57,801,274	78,398,315
CAPITAL FROM BORROWING	1,324,377	11,902,000	1,750,000	2,536,000	14,099,000
BORROWING FOR SPECIAL PROJECTS	-	-	-	-	-
TRANSFERS TO OTHER GOVTS	9,073,376	9,073,376	9,073,376	9,073,376	9,073,376
	$72,843,246	**$76,504,067**	**$77,013,466**	**$69,410,650**	**$101,570,691**

CORPORATION CITY OF CRANBROOK
SCHEDULE " A "
TO ACCOMPANY BYLAW NO. 3849, 2016
CONSOLIDATED FINANCIAL PLAN 2016 TO 2020
UNAUDITED

	2016	2017	2018	2019	2020
CAPITAL EXPENSES					
GENERAL GOVERNMENT SERVICES					
FROM REVENUE	272,872	26,500	67,000	15,000	128,000
FROM BORROWING	-	-	-	-	-
PROTECTIVE SERVICES					
FROM REVENUE	317,441	110,000	85,000	55,000	-
FROM BORROWING	633,141	670,000	-	1,400,000	214,000
TRANSPORTATION SERVICES					
FROM REVENUE	7,687,656	4,417,899	5,034,073	4,824,640	5,753,990
FROM BORROWING	-	5,000,000	-	-	-
WATER/SEWER/SOLID WASTE					
FROM REVENUE	2,909,516	1,432,500	10,007,000	1,625,000	19,214,000
FROM BORROWING	691,236	5,992,000	1,750,000	-	11,000,000
RECREATIONAL & CULTURAL SERVICES					
FROM REVENUE	1,090,057	738,500	441,000	814,000	900,000
FROM BORROWING	-	240,000	-	1,136,000	2,885,000
AIRPORT					
FROM REVENUE	1,511,123	608,113	430,000	60,000	1,360,000
FROM BORROWING	-	-	-	-	-
	$15,113,042	**$19,235,512**	**$17,814,073**	**$9,929,640**	**$41,454,990**

Corporation of the City of Cranbrook

Schedule "A" to accompany

Five Year Financial Plan (2016 to 2020) Bylaw No. 3849, 2016

Distribution of Property Taxes by Class:

Class		Multiplier	% of Taxes
01	Residential	1.00	60.79%
02	Utilities	6.62	1.34%
05	Light Industry	2.69	0.97%
06	Business and other	2.65	36.32%
08	Recreation/Non-profit	2.52	0.58%
09	Farm	2.81	0.00%

The above estimation is based on the 2015 distribution. On an annual basis, City Council reviews the distribution of property taxes among property classes.

Permissive Exemptions:

The guiding concept behind the approval of permissive property tax exemptions, is to give Council a means of supporting organizations within the community that further the City's objectives of enhancing the quality of life for its citizens. Organizations are subject to an annual eligibility review commencing with a request for assistance in writing. In order to be considered for a permissive property tax exemption, organizations must qualify for an exemption under Part 7 of the *Community Charter* and not be involved in a commercial venture. There is no obligation on the part of Council to grant the exemptions.

NOTES

MOUNTAINS OF OPPORTUNITY

CRANBROOK

www.cranbrook.ca